

**DAHLGREN DIVISION
NAVAL SURFACE WARFARE CENTER**

Dahlgren, Virginia 22448-5100



NSWCDD/MP-17/300

JT BACHMAN LEADERSHIP FRAMEWORK

BY JANE T. BACHMAN

WEAPONS CONTROL AND INTEGRATION DEPARTMENT

JULY 2017

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FOREWORD

This document describes the leadership framework of a civil servant following participation in the Executive Leadership Development Program (ELDP). This leadership framework may evolve as the author evolves as a leader but is currently applicable to leaders as well as followers.

This document has been reviewed by Mr. Ray E. Poff, Head, Missile Systems Engineering and Integration Branch (H33), and Mr. Steven L. Collignon, Head, Missile Systems Integration and Weapons Effectiveness Division (H30).

Approved by:

A handwritten signature in black ink, reading "John S. Lysher". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

JOHN S. LYSHER, Head
Weapons Control and Integration Department

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GLOSSARY

CONUS	Continental United States
DoD	Department of Defense
E&T	Education and Training
ELDP	Executive Leadership Development Program
JT	Jane Taylor
MP	Miscellaneous Publication
NAVSEA	Naval Sea Systems Command
NSWCDD	Naval Surface Warfare Center, Dahlgren Division
SES	Senior Executive Service
UU	Unclassified Unlimited

1.0 INTRODUCTION

1.1 BACKGROUND

1.1.1 ELDP

The Secretary of Defense directed the development of the Executive Leadership Development Program (ELDP) in 1985. It has evolved into a program that provides structured experiential leadership development opportunities with the warfighter for a diverse cadre of future Department of Defense (DoD) leaders via the joint and interagency perspectives and competencies needed to lead teams, projects and people. ELDP provides leadership learning opportunities with Senior Executive Service (SES) deployment mentors, Generals, Admirals, ELDP Cadre, ELDP Cohort, teammates and warfighters across the DoD. It is through ELDP whereby a DoD civilian is asked to develop their leadership framework, keeping in mind the five learning ELDP objectives focused throughout the core training and deployments: 1) Know and Lead Self; 2) Express Yourself and Understand Others; 3) Build and Lead Teams; 4) Lead Organizations; and 5) Understand the Department of Defense to Support the Warfighter.

1.1.2 Leadership Framework

During ELDP orientation, the cohort of civil servants was encouraged to journal their ELDP training and deployment experiences. While the author was building her leadership framework, she reflected on her journal notes and leveraged from the lessons learned and past experiences to construct her leadership framework. The leadership framework described below may evolve as the author evolves as a leader but is currently applicable to leaders as well as followers. It is composed of the author's leadership foundational values, core philosophies, and the resources (*mentoring, coaching, feedback, education and training (E&T)*) to reach the leadership vision; where Figure 1 depicts a visual of the leadership framework. The leadership framework depiction begins with a foundation of main values upon which seven core philosophies from the author (delineated in Section 3.1) are built. The vision at the apex of the framework is reached through the use of the resources, a mechanism for accomplishing the leadership vision – noting that “vision” has two “eyes.” Establishing a work environment that promotes participation in the above mentioned resources will enhance the careers of individuals while accomplishing the mission goals of the organization. The author recognizes the importance of achieving the mission goal with honor, integrity, and respect via activation of the seven core philosophies at the heart of equipping and engaging the teams and organization.

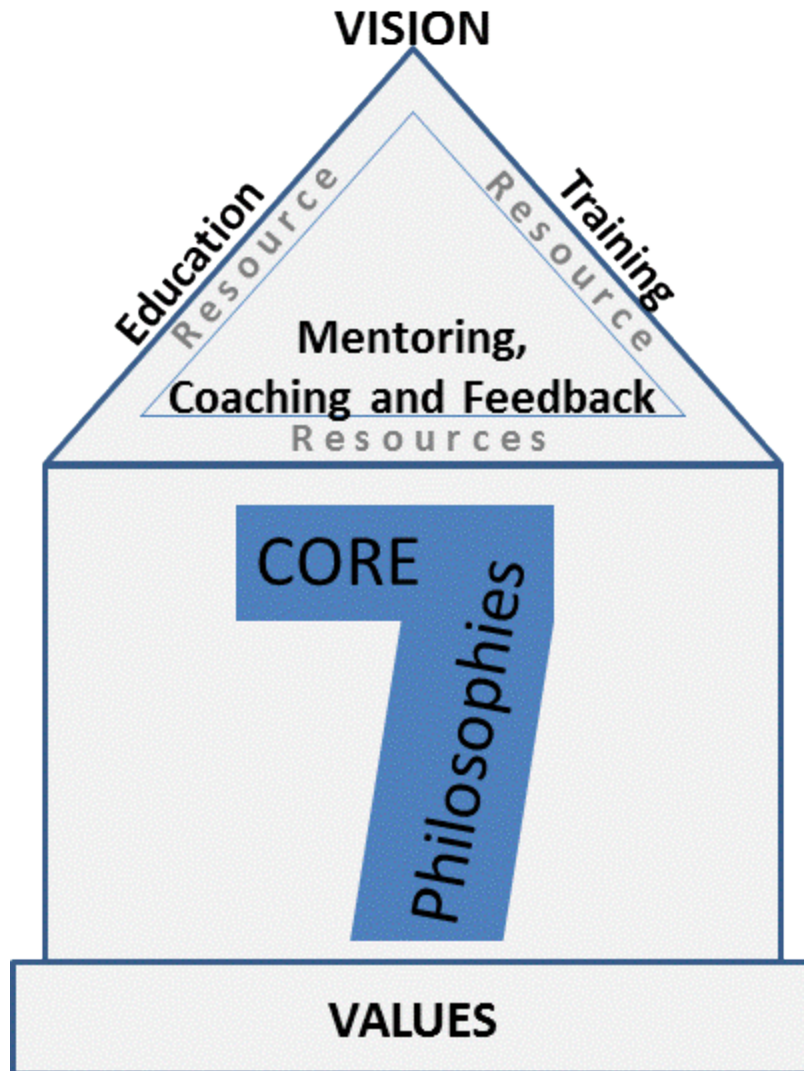


Figure 1. JT Bachman Leadership Framework

2.0 LEADERSHIP VALUES

2.1 INTRODUCTION

The author embraces several leadership values but will focus on three main ones: honor, integrity, and respect, which establish the foundation of the framework whereby the leadership vision is promoted and reached. Listed below are these three values with a brief explanation for each.

2.1.1 Honor

Maintain your honor in accomplishing DoD missions and consider it a privilege to serve our country.

2.1.2 Integrity

Uphold integrity; while there is so much to cover regarding integrity, Leah Arendt distills it best by saying, “Do not do what you would undo if caught.”

2.1.3 Respect

Engender respect toward coworkers, leaders, senior leaders, customers, and yourself. Respect is defined here as sincerely esteeming another’s abilities, qualities, and/or achievements. Criticism should be constructive, never violating respectfulness, and framed and offered so as to enhance the task and the person.

3.0 LEADERSHIP PHILOSOPHIES

3.1 CORE PHILOSOPHIES

As a leader, the author's core focus is on people, specifically, those individuals who make up the teams, organizations, and institutions to be led, and of course, the respective customers these groups serve. The author desires to build relationships, character, and trust by promoting a work environment around seven core beliefs, concepts, and attitudes, so that team members are inspired to reach beyond survival tactics to embrace the work in such a way that they actually thrive in meeting mission goals. The following seven core philosophies form the backbone of the author's leadership framework, aligning with the first principle that people are the point.

3.1.1 Communication/Collaboration

Build a work environment in which people want to be trustworthy in communicating and collaborating within and among teams and organizations – and in serving their customers.

3.1.2 Cooperation

Consider joining the construction crew instead of the demolition gang; recognize how far cooperation will take a team.

3.1.3 Serve Others Before Self

Remain humble in all engagements and activities.

3.1.4 Process- and Self-Improvements

Improve processes and individuals by fully utilizing the following resources: mentoring, coaching, feedback, and education and training (E&T).

3.1.5 Innovation

Inspire a work environment in which people “think outside the box” for solutions resulting in mission goal achievements.

3.1.6 Accountability

Encourage a work environment in which people seek to be accountable to themselves and their team members. As a leader, evaluate whether one's career passion meshes with the vision and mission of the organization/team.

3.1.7 Have Fun

Embrace challenges, enjoy the work, and take care of yourself; escape being “desserts,” which is “stressed” spelled backwards. Our attitudes play important roles within our organizations because they impact the attitudes of others working around us.

4.0 LEADERSHIP VISION

4.1 BACHMAN LEADERSHIP VISION

Equip and engage people to achieve the mission goal with honor, integrity, and respect. Figure 2 illustrates how to reach this leadership vision by starting with a foundation of focused values, engaging people through core philosophies, and equipping them with available resources, such as mentoring, coaching, feedback, and education and training (E&T).

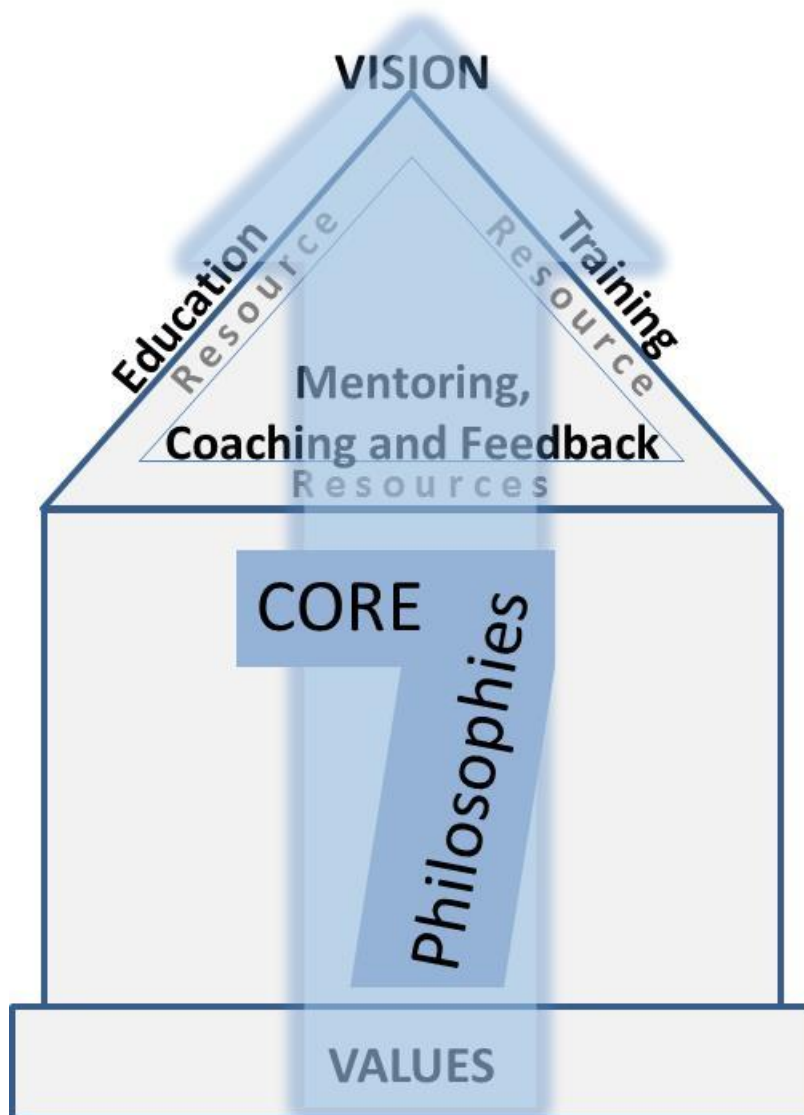


Figure 2. Reaching Leadership Vision

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